



優質改善經驗交流會 2013

Quality Improvement & Experience Sharing Convention

低耗高效  
創優績

Quality Excellence  
Through Smart  
Resources Utilization

QIESC 2013

主辦機構  
Organizer



協辦機構  
Co-organizers



# 關於優質改善經驗交流會

## About Quality Improvement & Experience Sharing Convention

### 背景及歷史

為了面對顧客日益轉變的需求，今天，有許多商業機構都著重保持及提高品質服務水平，並視之為成功的重要元素。除了發展及應用有效的品質管理系統之外，機構亦鼓勵他們的員工成立品質改善小組或品質圈，就日常運作定期提出改善建議，以達致顯著、實質及配合營運政策的成效，從而提升生產力及員工能力。本著和其他機構交流切磋、互惠互利的宗旨，一個舉辦優質品質改善個案分享會的念頭誕生了。

第一屆優質改善經驗交流會由六間機構於1997年攜手創辦，其後得到其他機構的支持及響應，交流會成為了一年一度的品質圈盛事，並由各機構輪流主辦。

### Background and History

In an ongoing effort to meet the changing needs of customers and maintain a competitive edge, many businesses are focusing today on sustaining and enhancing quality service – which is regarded as an important element of success. In addition to developing and applying effective quality control systems, they encourage their staff to set up Quality Improvement Teams (QITs) or Quality Control Circles (QCCs). These teams regularly put forward suggestions for improvements in daily operations, and have achieved substantial and tangible results concordant with operational policies that enhance both productivity and staff capabilities. With an aim to sharing and learning together to reach a win-win situation among businesses, the idea to organize experience sharing conventions for successful quality improvement cases was initiated.

The first Quality Improvement & Experience Sharing Convention was instituted in 1997 by 6 participating organizations. With strong support from other organizations thereafter, the Convention has become an annual major quality event with participating organizations taking turns to host.

### 標誌

此標誌是特別為優質改善經驗交流會而設計，並於2001年起沿用至今。標誌上的人頭和引號代表各優質機構彼此間的分享和交流，併構成的「Q」凸顯其優質管理的成就。整個標誌亦象徵優質改善經驗交流會提供了互相交流的平台，讓各優質機構分享其卓越改進的經驗及其優質管理的美好成果。

### The Logo

This logo is especially designed for the Quality Improvement and Experience Sharing Convention and has been used since 2001. The silhouetted heads and the inverted commas not only symbolize the sharing among the quality organizations, but also form a letter “Q” highlighting their quality achievements. This logo also represents that the Convention has established a learning platform for sharing their improvement experience and their achievements of quality management.



### 歷屆主辦機構 Host Organizers

<b>1997 (1st)</b>	九廣鐵路公司 Kowloon-Canton Railway Corporation	<b>2006 (10th)</b>	維他奶國際集團有限公司 Vitasoy International Holdings Limited
<b>1998 (2nd)</b>	香港中華煤氣有限公司 The Hong Kong and China Gas Company Limited	<b>2007 (11th)</b>	電訊盈科有限公司 PCCW Limited
<b>1999 (3rd)</b>	屯門醫院 Tuen Mun Hospital	<b>2008 (12th)</b>	香港中華煤氣有限公司 The Hong Kong and China Gas Company Limited
<b>2000 (4th)</b>	新昌管理服務有限公司 Synergis Management Services Limited	<b>2009 (13th)</b>	新昌管理服務有限公司 Synergis Management Services Limited
<b>2001 (5th)</b>	香港郵政 Hongkong Post	<b>2010 (14th)</b>	富士施樂(香港)有限公司 Fuji Xerox (Hong Kong) Limited
<b>2002 (6th)</b>	富士施樂(香港)有限公司 Fuji Xerox (Hong Kong) Limited	<b>2011 (15th)</b>	香港賽馬會 The Hong Kong Jockey Club
<b>2003 (7th)</b>	香港賽馬會 The Hong Kong Jockey Club	<b>2012 (16th)</b>	港鐵公司 MTR Corporation
<b>2004 (8th)</b>	港鐵公司 MTR Corporation	<b>2013 (17th)</b>	維他奶國際集團有限公司 Vitasoy International Holdings Limited
<b>2005 (9th)</b>	機電工程署 Electrical and Mechanical Services Department		

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## 節目程序 Programme Rundown

大會司儀 Masters of Ceremony	時間 Time	節目 Programme
維他奶國際集團有限公司 黃慧瑜小姐	1:15pm	接待嘉賓 Reception
香港房屋協會 陳嘉倫先生	1:45pm	入場 Admission
Vitasoy International Holdings Limited Ms. Jade WONG	2:00pm	開幕儀式 Opening Ceremony
Hong Kong Housing Society Mr. Kenneth CHAN	2:10pm	致送紀念品予協辦機構 Souvenir Presentation to Co-organizers
	2:15pm	開幕演講辭：維他奶國際集團有限公司 - 香港行政總裁齊松先生 Opening Remarks by Mr. Charles Chyi, Hong Kong Chief Executive Officer, Vitasoy International Holdings Limited
		<b>提案發布(第一節) Project Presentation (Part I)</b>
	2:33pm	香港賽馬會發布提案 Presentation by The Hong Kong Jockey Club
	2:46pm	中華電力有限公司發布提案 Presentation by CLP Power Hong Kong Limited
	2:59pm	富士施樂(香港)有限公司發布提案 Presentation by Fuji Xerox (Hong Kong) Limited
	3:12pm	港鐵公司發布提案 Presentation by MTR Corporation
	3:25pm	中場休息 Break
		<b>提案發布(第二節) Project Presentation (Part II)</b>
	3:45pm	香港中華煤氣有限公司發布提案 Presentation by The Hong Kong and China Gas Company Limited
	3:58pm	香港房屋協會發布提案 Presentation by Hong Kong Housing Society
	4:11pm	新昌管理服務有限公司發布提案 Presentation by Synergis Management Services Limited
	4:24pm	維他奶國際集團有限公司發布提案 Presentation by Vitasoy International Holdings Limited
	4:37pm	投票時間 Vote Casting
	4:47pm	分享環節 Sharing Session
	4:57pm	頒發紀念品予發布隊伍 Souvenir Presentation to Presentation Teams
	5:07pm	頒發獎項予得獎隊伍 Prize Presentation to Winning Teams
	5:17pm	交接儀式 Handover Ceremony
	5:30pm	節目完結 End of Programme

## 開幕演講辭 Opening Remarks



各位嘉賓、各位朋友：

歡迎各位今天蒞臨第十七屆「優質改善經驗交流會」。憑著大家多年來的支持和共同努力，這個交流會已成為本港一個一年一度的觸目盛事，並為各參加的友好機構，提供了一個交流平台，讓我們可以彼此分享優質改善工作的心得及經驗，攜手推動持續進步及卓越品質。

維他奶國際集團有限公司很榮幸能夠成為今年大會的主辦機構。

今年大會的主題是「低耗高效 創優績」。我們相信透過善用資源，改善工作流程，從而提高營運效率，不單為企業締造更理想的成績，同時亦為地球節省資源，減少耗廢，在保護環境方面盡一點綿力。

作為2013年的主辦機構，我們的目標是把優質改善經驗交流會的優良傳統及精神延續下去，同時亦要繼續令大會成為更好的平台以作分享和推動優質工作。我們過去十六年舉辦交流會的成功經驗，今天已經成為我們取得更大進步的智慧 and 動力，優質改善經驗交流會的成功，使我們作為更臻美善的推動力，加上在籌劃過程中得到另外七間合辦機構的鼎力支持，他們包括：港鐵公司、新昌管理服務有限公司、富士施樂（香港）有限公司、香港賽馬會、香港中華煤氣有限公司、香港房屋協會及中華電力有限公司。

一如既往，各公司均有派員參與工作委員會，為今天的交流會提供寶貴意見及建議，由場地佈置、大會主題、舞台設計、音響燈光，以至場刊設計及製作等各項工作，均詳細討論，精心安排，務求達致盡善盡美。今天我們作為觀眾，可以體驗同欣賞到這批幕後工作人員多月來的努力成果，藉此機會，我衷心多謝所有機構及工作委員會成員的努力和時間。

今天我深信，這裡將是一個彼此學習及交流的平台，通過分享我們在「低耗高效 創優績」方面的工作經驗，從中擴闊我們在善用資源方面的知識，令優質改善工作更臻美善，達至互相交流之成效。在此，我預祝今天的交流會舉行成功！

維他奶國際集團有限公司  
香港行政總裁  
齊松

Honorable guests and friends of QIES Convention,

I am pleased to welcome you all today to the 17th Quality Improvement & Experience Sharing (QIES) Convention. The annual QIES Convention has now become a prominent platform for participating companies to share our insight and experience about quality work which drives continuous improvement and quality excellence.

Vitasoy International Holdings Limited is honored to be the hosting company for this year's event.

The theme for this year's convention is "Quality Excellence Through Smart Resources Utilization." We believe that by prudently and effectively utilizing our resources as well as improving existing work flow, corporations will increase operational efficiency and therefore achieve better results. Moreover, these quality improvement initiatives to save resources and reduce wastes will also contribute towards environmental conservation.

As the hosting company for 2013, our goal is to continue the mission of QIES Convention, and to continue making the annual convention a better platform to share and promote quality work. The success of the QIES Convention in the past 16 years has been a driving force for us to pursue further excellence. We have also received tremendous support from the other 7 participating organizations, namely the MTR Corporation, Synergies Management Services Limited, Fuji Xerox (Hong Kong) Limited, The Hong Kong Jockey Club, The Hong Kong and China Gas Company Limited, The Hong Kong Housing Society and CLP Power Hong Kong Limited.

These companies had all sent representatives to participate in the working committee meetings, and provided valuable input and suggestions during the course of preparation for today's convention. These included theme development, venue decoration, stage design, audio and visual effects, program book production etc; all put together to attain the same excellent quality standard as in previous years. So what you will experience today is the result of the collective efforts made by all of us. I would like to take this opportunity to thank the participating organizations, and every committee member for their dedicated effort and time.

Today we join hands to share our experiences in achieving quality excellence through smart resources utilization. This is an excellent platform for us to learn from each other, to broaden our knowledge as we continue our journey to strive for quality excellence. May I wish the 17th QIES Convention yet another great success!

Charles Chyi  
Hong Kong Chief Executive Officer  
Vitasoy International Holdings Limited

## 大會顧問及評判 Advisory Panel & Panel of Judges

機構 Organizing	大會顧問 Advisory Panel	大會評判 Panel of Judges
	齊松先生 香港行政總裁 Mr. Charles CHYI Hong Kong Chief Executive Officer	方利雲小姐 財務監督 Ms. Friendly FONG Financial Controller
 香港賽馬會 The Hong Kong Jockey Club	朱靜儀小姐 人力資源經理 Ms. Henrietta CHU Human Resources Manager (Event Management and Training)	李科德先生 人力資源經理 Mr. Joseph LEE Human Resources Manager (People Development)
 CLP 中電	陳志誠先生 發電業務部總監 Mr. Rick TRUSCOTT Director - Generation	張建中先生 副總監 (發電工程) Mr. Chris Kin Chung CHEUNG Deputy Director (Generation Engineering)
 FUJI XEROX	李少華先生 客戶服務及支援部營運總經理 Mr. Tommy LI General Manager, Field Operations, Customer Services & Support	劉金蘭小姐 企業優質及可持續發展部總經理 Ms. Katherine LAU General Manager, Corporate Quality & Sustainability
 MTR	張少華先生 人力資源總監 Mr. Morris CHEUNG Human Resources Director	陳國偉先生 纜車車務主管 昂坪360有限公司 Mr. Weller CHAN Head of Cable Car Operations Ngong Ping 360 Limited
 煤氣 Towngas	孫淑貞小姐 企業資訊科技總監 Ms. Susanna SHEN Head of Corporate Information Technology	張子筠小姐 高級人力資源經理 Ms. Senna CHEUNG Senior Human Resources Manager
 HONG KONG HOUSING SOCIETY 香港房屋協會	陳詠新女士 總監(企業規劃及財務) Mrs. Margaret CHAN Director (Corporate Planning and Finance)	谷國融先生 企業傳訊主管 Mr. Peter KUK Head of Corporate Communications
 SYNERGIS 新昌 total management solutions 整合管理	鄭文智先生 經理-品質管理 Mr. Frankie CHENG Manager - Quality Assurance	鄭文智先生 經理-品質管理 Mr. Frankie CHENG Manager - Quality Assurance

## 策劃及工作委員會 Organizing Committee

### 主席 Chairman

維他奶國際集團有限公司  
Vitasoy International Holdings Limited

張健民先生  
Mr. Man CHEUNG

### 成員 Members

維他奶國際集團有限公司  
Vitasoy International Holdings Limited

葉偉明先生 莫文照先生 余美蓮小姐  
Mr. Chris IP Mr. Man Chiu MOK Ms. Ronnie YU

香港賽馬會  
The Hong Kong Jockey Club

區覺仁先生 梁懿豐先生  
Mr. Alan AU Mr. Andy LEUNG

中華電力有限公司  
CLP Power Hong Kong Limited

陳林璐萍女士 鄭茂和先生  
Mrs. Ruby CHAN Mr. M W CHENG

富士施樂(香港)有限公司  
Fuji Xerox (Hong Kong) Limited

陳承志先生 吳佩雯小姐  
Mr. Henry CHAN Ms. Man NG

港鐵公司  
MTR Corporation

何朗秋先生 馮萬年先生 馮順才先生  
Mr. Charles HO Mr. Daniel FUNG Mr. George FUNG

香港中華煤氣有限公司  
The Hong Kong and China Gas Company Limited

楊福慧小姐 劉淑媛小姐  
Ms. Melody YEUNG Ms. Noel LAU

香港房屋協會  
Hong Kong Housing Society

黃英傑先生 梁婉娜小姐 何雅詩小姐 何志光先生  
Mr. Romulus WONG Ms. Bella LEUNG Ms. Alice HO Mr. Jackson HO

新昌管理服務有限公司  
Synergis Management Services Limited

鄭文智先生 盧寶珊小姐 談韻儀小姐  
Mr. Frankie CHENG Ms. Linda LO Ms. Stephanie TAM



## 包青天之水圍奇案

### Green Technology and Green Design in the Tin Shui Wai Telebet Centre



天水圍綠色先鋒  
Tin Shui Wai Green Pioneers

#### 團隊背景 Background of the Team

小組名稱 Team name	成立日期 Date of formation
天水圍綠色先鋒 Tin Shui Wai Green Pioneers	2009年1月 January 2009
所屬部門 Composition	促進員 Team facilitator
電話投注事務部及人事部 Telebet & Human Resources	伍上果 Peter NG
隊長 Team leader	小組成員 Team members
戴德銓, 朱靜儀 Stephen TAI, Henrietta CHU	區覺仁、梁懿豐、黃耀昌、 梁夏盈、丘翠婷、李嘉媛、 許僑彬、李瓊詩、梁寶芝、 梁偉基、湯祖怡 Alan AU, Andy LEUNG, Andy WONG, Daisy LIANG, Debbie YAU, Jill LI, Melvin HUI, Rita LI, Tammy LEUNG, Brian LEUNG, Joee TONG

## 背景

香港賽馬會一向十分注重在各營運範疇實施環保及可持續發展措施。為了在天水圍新市鎮創造更多就業機會，馬會於2009年將天恆邨一個使用率偏低的公屋停車場改造成一個電話投注中心。這個電話投注中心佔地55,000平方呎，設有1,000個工作台，並聘用2,500個兼職員工，是區內最大的呼叫中心之一。因為營運規模之大，其能源消耗，比如電力消耗也會十分驚人。另外，電話投注員工的工作環境也需要改善。

### 問題原因/主因分析和驗證

- 電話投注中心的營運高峰時間及規模波動性很大，未必所有的區域/工作臺都會保持全日運作。
- 因信息安全的考慮，所有的投注終端機的主機都必須安裝在鎖上的工作臺內。在開關每一部主機時，都必須由專人開鎖，同事並需同時檢查終端機狀態，保證終端機可正常工作。天水圍電話投注中心有超過1,000個工作臺，每次開關機都會消耗大量人力及時間。
- 天水圍電話投注中心原本是一個停車場，原設計有很多場地限制，如樓底高度及基本樓宇設備不足，無法容納大量員工。



被鎖在工作臺下的投注終端機  
Locked betting terminal under workstations

## Background

The Hong Kong Jockey Club has strong commitment to environmental-friendly and sustainable practices across our operations. In order to help creating jobs in the Tin Shui Wai New Town, the Club transformed an under-utilized housing estate car park in Tin Heng Estate into a Telebet Centre in 2009. The centre is one of the largest contact centres in the region occupying a floor area of about 55,000 sq.ft, providing 1,000 workstations for 2,500 Part-Time staff. High energy consumption such as electricity is expected given the scale of the operation. The working environment of the Telebet staff is also anticipated to be improved.

### Causes / Root Causes Analysis and Validation

- Operation peak hours and the scale of Telebet Centre fluctuate from day to day and not all the workstations/floor areas can be utilized full day.
- For information security reasons, all the base units of the betting terminals must be locked under the workstations. Previously, authorized individuals were required to unlock each workstation to turn on/off the base unit and check the status of the terminals to ensure their smooth functioning. This resulted in substantial human efforts and since there are more than 1000 work stations in the Tin Shui Wai Telebet Centre.
- The site was originally a car park and not designed to house a large number of staff so the team faced many site constraints such as low headroom and limited basic building services.

## 解決方案

- 運用「城中城」的設計概念，將電話投注中心模擬為一個城市，從中劃分出一個個獨立及有效地運作的微型城市（工作區），每個「微型城市」中的工作區，燈光及冷氣系統都可以因應營運需求獨立運作，從而減少能源損耗。
- 天水圍電話投注中心引進了一套「智能節能管理軟件」。該軟件提供預設終端機開關時間功能，讓各電話投注中心可透過系統指令，靈活操控所有終端機的開關，同時亦能確保系統安全。該軟件稍后更被應用到馬會所有電話投注中心的4,800部終端機上。
- 天水圍電話投注中心應用特別的室內設計，因地制宜，為員工創造舒適的工作環境。此外，電話投注中心的多項設計，包括環保、隔音及人體工學的標準均獲得專業認證，符合國際最新標準，並具備節能減排的特色。

## 成果及效益

### 效益

- 為天水圍區創造了2,500個就業機會。
- 通過應用智能節能管理軟件，每年總共可節省約港幣1,000,000元電費。
- 「城中城」的設計概念讓中心可在不同區域分別營運，節省能源。
- 為電話投注部的員工提供一個安全、健康及舒適的工作環境，提升員工士氣。

### 獲獎

- 香港資訊及通訊科技獎: 最佳綠色科技 (應用 - 組織機構) 獎 2011
- FutureArc綠色建築先鋒獎 2012
- 大中華傑出設計大獎 2009
- 優質建築大獎入圍作品 2010
- 室內空氣質素檢定證書 (良好級) 2009, 2010, 2011, 2012, 2013
- 清新室內空氣標誌 (良好級) 2011, 2012
- 香港人類工效學學會卓越項目獎 (專業級) 2009/10
- Contact Centre World最佳呼叫中心設計金獎 (亞太地區) 2012
- Contact Centre World亞太區顧客服務中心最佳表現獎 - 顧客服務中心 (大型) 優秀榮譽 2010
- 亞太傑出顧客關係服務獎 2011, 2012, 2013



操作大堂 - 能獨立及有效地運作的微型城市 (工作區)  
Operator Hall - self-sustaining "mini cities" (working zones)

## Solutions

- The Centre adopts the "City in City" design concept and sub-divides the entire space into self-sustaining "mini cities" (working zones) where workstations, lighting and air-conditioning can be operated separately to fit operational needs and avoid energy wastage.
- An intelligent power management application has been introduced in the Telebet Centre. Using a remote control, the application can power on/off any workstation workstation by a scheduling function that enhances operational flexibility and efficiency, safeguarding system security in a cost-effective way. Instead of locking/unlocking every workstation, the staff can now sit in the control room and press a button to control the booting of all workstations in the centre. The approach is later introduced to all 4 Telebet Centres in the Club which in total owns 4,800 workstations.
- The Tin Shui Wai Telebet Centre uses a special interior design to overcome the site constraints and creates a comfortable working environment for the staff. It meets all the latest environmental, acoustical and ergonomic standards and provides high energy efficiency.

## Achievement & Benefit

### Benefits

- The Centre creates 2,500 jobs for the local Tin Shui Wai community.
- Yearly saving of around HK\$1,000,000 in electricity consumption for the department is achieved through the power management application.
- The "city-in-city" design concept allows the centre to operate in separate zones and saves energy.
- The Centre provides a safe, healthy and comfortable working environment in order to improve staff morale.

### Achievement / Awards

- Best Green ICT (Adoption-organizations) Award 2011
- Future Arc Green Leadership Award 2012
- Outstanding Greater China Design Award 2009
- Quality Building Award - Certificate of Finalist 2010
- Indoor Air Quality Certificate (Good Class) 2009, 2010, 2011, 2012, 2013
- IAQWiSe Label (Good Class) 2011, 2012
- Hong Kong Ergonomics Society Outstanding Project Award 2009/10
- Contact Centre World Best Contact Centre Design - Gold Medal Winner and Rank #1 in Asia Pacific 2012
- Contact Centre World Top Ranking Performers in Contact Centre Industry Award (Asia Pacific Region) - Best Contact Centre (Large) 2010
- APCSC Customer Service Excellence Award 2011, 2012, 2013

## 天作之盒 SOSS (Safely On Site System)



天與地  
Tai Chi

### 團隊背景 Background of the Team

小組名稱 Team name	成立日期 Date of formation
天與地 Tai Chi	2013年3月26日 26 March 2013
所屬部門 Composition	促進員 Team facilitator
發電業務部及中電集團資訊科技 Generation Business Group & Group Information Technology(8 members)	陳林璐萍 Ruby CHAN
隊長 Team leader	小組成員 Team members
鄭茂和 CHENG Mau Wo	彭康中、張凱傑、謝蔭庭、 李國鴻、陸國星、梁友雄 PANG Hong Chung, Alvin CHEUNG, Hugo TSE, Simon LEE, LUK Kwok Sing, LEUNG Yau Hung

### 背景

SOSS (Safely On Site System) 系統的研發在於確保所有在電廠內工作的員工都已完成指定的安全培訓課程。每逢進行火警演習，以至發生事故需要作緊急疏散時，即時準確制定一份完整的工作人員名單去核實疏散人數。

### Background

Safely On Site System ensures all staff entering Black Point and Castle Peak Power Stations have completed the GBG Safety Induction Training. It provides real-time staff list to GBG management, which are critical for safety especially during emergency evacuation.



SOSS (Safely On Site System) 天作之盒



### 問題原因/主因分析和驗證

- 無法保證每名工作中的員工，對電廠內的安全守則有足夠的認知。
- 無論在青山發電廠或龍鼓灘發電廠，每逢進行火警演習，以至發生事故，需要作緊急疏散時，必須預備一份人員名單去核實疏散人數。可惜一直以來無法在短時間內一次性準確做到完整的人員名單。
- 發電廠的出入口並不寬闊，經常被私家車、廠車、貨車、穿梭巴士等擠得水洩不通。基於以上原因，使用傳統的閘機去記錄出入並不是可取的方案。

### 解決方案

- 本項目應用了現今先進的資訊科技，方便員工使用。並為日後進一步的改良及整合奠下穩固基礎。
- 經過多年的試驗，於中電廠內之固定點設置器材，以控制人流進出的方法並不可行。最終，「天作之盒」被研發出來，用以承擔這項任務。它被安裝於員工巴士上。
- GPS為「天作之盒」作出定位，員工資料被傳回中電的電腦伺服器。員工的安全記錄傳送至電廠出入口的保安室，當員工到達工作點後，他/她需向「天作之盒」的「下車」感應點輕拍員工證，以完成整個入廠程序。
- 由於火警糾察(fire warden)每月會更新各部門的緊急點名清單，因此清單可以被迅速地制定。

### 成果及效益

- 發電廠制定的安全政策被貫徹執行，確保所有在電廠內工作的員工已完成指定的安全培訓課程。
- 「天作之盒」的操作過程跟大眾乘坐公共交通時使用的八達通相類似，整個程式只需約一秒鐘。相信整個中電員工團隊將很容易適應系統的運作。
- 本系統可識別長時間逗留於電廠的員工（例如48小時）。一旦有失蹤人員個案，責任單位可以經本系統追查。

### Causes / Root Causes Analysis and Validation

- In Castle Peak Power Station and Black Point Power Station, whenever there was a roll call in fire drill or emergency evacuation, a personnel list could not be compiled and prepared timely.
- The safety competency of all persons inside power station was not guaranteed.
- The power stations' entrances are also not spacious, and often congested by cars, trucks and shuttle buses. Using traditional solution like installing turnstiles in either bus stops or entrances is definitely infeasible.

### Solutions

- This project adopts a series of modern IT technology in achieving the above targets, so as to avoid hassle on staff and create the greatest continuous improvement potential in the future.
- After years of study, fixed point head-count checking was abandoned. The 'BOX' was finally invented in the train of this paradigm shift. The 'BOX' is a device installed on the bus.
- GPS returns location to the 'Box', data are sent back to CLP server. Safety competency information are sent to security guards. When the bus reaches the destination, passengers tap their card on the 'Alight' region of the 'Box'.
- Emergency roll call is swift up as the departmental roll call lists are updated on the system by the fire wardens every month.

### Achievement & Benefit

- Power Station's Safety Policy can be enforced by ensuring all personnel have completed the safety induction training before entering the power stations.
- The 'BOX' is designed to resemble the 'Octopus Card Reader' in daily public transport with a response time less than 1 second. It's believed that staff can be easily accustomed to this process.
- The system can identify the staff that have stayed too long in the power station (e.g. 48 hours). The responsible units can then search them in case of suspected missing personnel.

## 外勤營運流動支援平台 Field Operations Mobility Platform



流動圈  
Mobility Solutions

### 團隊背景 Background of the Team

小組名稱 Team name	成立日期 Date of formation
流動圈 Mobility Solutions	2012年11月1日 1 November 2012
所屬部門 Composition	促進員 Team facilitator
客戶服務及支援部 Customer Services & Support Department	李少華 Tommy LI
隊長 Team leader	小組成員 Team members
劉浩然 Andrew LAU	陳應昌、陳錦佳、陳世安、馮聞廣、 譚錦源、楊俊傑、楊建業 James CHAN, KK CHAN, Paul CHAN, Wilson FUNG, Lo TAM, Benny YEUNG, Noah YEUNG

### 背景

富士施樂(香港)有限公司一向積極運用科技進行服務革新，致力為客戶提供更優質、更具效率的服務。為簡化及加強工序的流動性，富士施樂(香港)開發出eLogbook流動支援平台，讓工程師可於辦公室以外透過智能手機，獲取有關的工作資訊，不論於客戶的辦事處或途中，均能有效率地工作並為客戶提供更貼心的服務。

### 問題原因/主因分析和驗證

- 工程師需要把服務記錄於客戶紀錄簿及支援服務報告上，除產生大量的文件外，還用了不少時間。
- 工程師未能隨時隨地，預早查閱有關紀錄，以作充足的準備，影響服務效率。
- 支援服務的狀況未能即時反映於管理系統，以致客戶服務經理未能即時按實際情況，作出適當的資源調配，造成工作分配不均。

### Background

Fuji Xerox (Hong Kong) Limited commits to fully satisfy our customers by applying technology to carry out service innovation. In order to streamline and mobilize business workflow, we developed eLogbook mobility platform for engineers obtaining information easily through smart phone anywhere. Hence, our engineers can provide peace of mind service to customers.

### Causes / Root Causes Analysis and Validation

- Service details are required to record in both customer logbook and service report once task completion, that lead to a huge amount of paper consumption and redundant effort for record.
- Service call history in customer logbook could not be achieved in advanced for better preparation by engineer and service report cannot be accessed if no connection to Virtual Private Network (VPN). Therefore, service efficiency would be affected.
- Our current system can not reflect the real time service status, so the customer service manager is difficult to ensure balance work allocation.



### 解決方案

- 富士施樂(香港)開發出eLogbook流動支援平台，只要安裝eLogbook應用程式，工程師便可透過智能手機，以多功能設備編號或支援服務編號，查詢有關客戶服務紀錄。此外，藉著eLogbook管理系統，我們能以數據分析多功能設備最常出現的問題，並建立支援服務知識庫，讓工程師參考，提升服務效率。
- 工程師在完成支援服務後，只要把有關資料輸入到應用程式並遞交，資料便能直接上載到支援服務報告的系統，減少重複輸入資料的時間及紙張的使用。
- 當工程師掃描多功能設備上的編號條碼，支援服務開始與完成的實際時間能即時反映於eLogbook管理系統，讓客戶服務經理監察每個支援服務的狀況，並作出適當的資源調配。

### 成果及效益

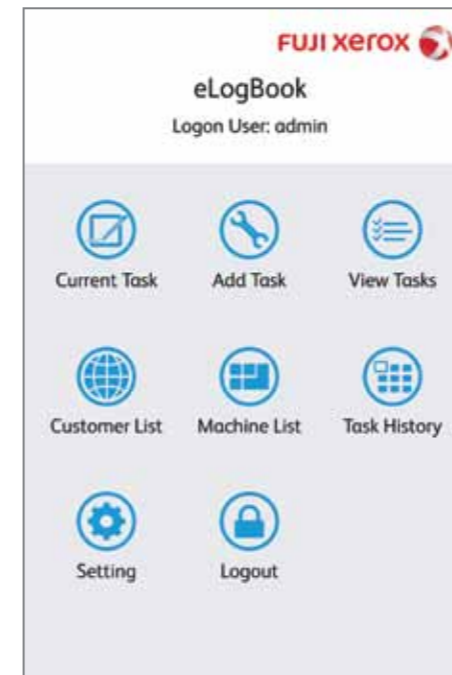
- 經過實行eLogbook流動支援平台，客戶對於支援服務的讚揚顯著增加，展現富士施樂(香港)服務創新的精神。
- 減少紙張的使用及碳排放，配合富士施樂(香港)的環保政策。
- 所有支援服務相關資訊被紀錄於eLogbook管理系統，有助於編制報告分析以作持續改善。

### Solutions

- Fuji Xerox (Hong Kong) developed eLogbook mobility platform for engineers to obtain customer record through smartphones. In addition, the common service issues could be easily identified and analyzed. Knowledge sharing database is established to improve service efficiency.
- Once engineers completed the task, the related information can upload to service report system directly to prevent duplicate data entry and reduce the consumption of paper.
- Once engineers scanned the serial number barcode, customer service manger could easily monitor the task status and allocate resources appropriately.

### Achievement & Benefit

- We demonstrate Fuji Xerox (Hong Kong) adventurous spirit by developing eLogbook mobility solutions. After deployment, customer satisfaction is enhanced with a number of compliments received.
- Reduce the consumption of paper and CO2 emission, aligning with our corporate direction of environmental reservation.
- Service support related information can be recorded in the eLogbook system that would facilitate the analysis and continuous improvement.



客戶服務經理可以透過eLogbook管理系統監察每個支援服務的情況，並作出適當的資源調配，確保工程師能提供迅速有效的服務以滿足客戶的需求。

Customer service manager can monitor the progress of each service call through eLogbook system and make appropriate allocation of resources to ensure that engineers can provide prompt and effective services to meet customer needs.

透過eLogbook流動支援平台，工程師可於任何地方透過智能手機，獲取有關的工作資訊，更有效率地為客戶提供貼心的服務。

Via eLogbook mobile platform, engineers can achieve information through smart phone anywhere and provide peace of mind service to customers.



## 月台路軌風扇運作優化方案-機場快綫及東涌綫 Trackway Fans Operation Optimization - AEL & TCL



環控圈  
EC Circle

### 團隊背景 Background of the Team

小組名稱 Team name	成立日期 Date of formation
環控圈 EC Circle	2008年4月29日 29 April 2008
所屬部門 Composition	促進員 Team facilitator
跨部門/跨公司團隊 Cross-departmental / Company Team (21 members)	林健中 LAM Kin Chung
隊長 Team leader	小組成員 Team members
鍾惠祥 ChUNG Wai Cheung	陳子奇、鄭則雄、張珮君、蔡志傑、蔡國威、 周賢良、朱智詠、諸義明、徐國洪、秦敏儀、 韓迪鵬、黎子偉、林晉忠、梁佩兒、梁天緯、 鄧冠生、謝頌偉、邱健文、楊倫常 CHAN TK Tsz Kei, CHENG Chak Hung, CHEUNG Pui Kwan Betty, CHOI Chi Kit Victor, CHOI Kwok Wai Edmund, CHOW Yin Leung Joey, CHU Chi Wing Vincent, CHU Yee Ming, CHUI Kwok Hung, CHUN Man Yi Alice, HON Tik Pang, LAI Chi Wai Leo, LAM Chun Chung, LEUNG Pui Yee Betty, LEUNG Tin Wai, TANG Koon Sang, TSE Chung Wai, YAU Kin Man Philman, YEUNG Lun Seung Jom

### 背景

每天列車在月台軌道停留時所產生的熱量，會藉由月台路軌排氣扇和供氣扇進行冷熱空氣交換，使得其範圍的溫度常低於35°C；從而提供一個合適的工作環境，令列車的空調制冷器及其他設備有效地運作。現時，月台路軌供氣扇以低速模式運行，而排氣扇則以高速模式運行，因而產生以下問題：

- 月台路軌風扇會在行車時間內不停運作，耗電量大，每年約為17,396,776千瓦小時，約相等於每年港幣9,000,000元的電費支出；
- 現時的運作並不完全涵蓋所有列車行走時間同範圍。不適當的風扇運行數目共9處。

### 問題原因/主因分析和驗證

- 透過「思維衝擊法」和「因果圖」找出問題多種不同原因。再利用「因果『矩陣圖』」和「柏拉圖分析」確定和驗證問題的主因。從另一角度，利用精益工具、5-WHY分析，再找出問題主因，從而作出比較。

最後，確認以下為問題主因：

- 過量的月台路軌風扇運作；
- 缺乏定期檢閱。

### Background

Throughout traffic hours, under the operation of Trackway Fans, the heat generated by trains berthing at platform track was exhausted to atmosphere so as to keep the temperature at platform track below 35°C for the normal working of trainborne air-conditioning units. Normally, Trackway Supply Fans were operated in low speed while Exhaust Fans in high speed mode that caused the following problems:

- All Trackway Fans were operating non-stop throughout traffic hours and consumed a huge amount of electricity energy. Yearly electricity energy consumption was about 17,396,776 KWh, an expenses of HK\$9,000,000;
- There were 9 numbers of inappropriate trackway fans workings.

### Causes / Root Causes Analysis and Validation

- All causes were figured out with Brainstorming and Cause & Effect Diagram while the root causes were screened out and validated by use of Cause & Effect Matrix Diagram and Pareto Analysis. From another point of view, we found out the root causes again with Lean tool, 5-Why Analysis. The root causes found out by the two different methods were then compared.

Finally, the following factors were confirmed as the root causes of the problem:

- Excessive operation of trackway fans;
- No periodic review.



### 解決方案

透過有效的品質工具，比較不同解決方案的成本效益，可行性，強處同短處。最後確定以下兩個解決方案：

- 將所有機場快綫和東涌綫的排氣扇由現時的高速改為低速運行；
- 每年定期檢閱和更新機場快綫和東涌綫月台路軌風扇的運作。

於2011及2012年夏季在機場快綫和東涌綫分階段測試結果顯示，月台路軌排氣扇以低速模式運行後，月台路軌範圍可保持在35°C以下。

### 成果及效益

#### 有形得益

- 耗電量減少了43.55%，每年節省用電7,570,000千瓦小時，即每年可節省大約港幣5,220,000元電費支出；
- 不適當的月台路軌風扇運作數目減少至零；
- 約減省4,700噸碳排放量。

#### 無形得益

- 對公司：加強同深化港鐵環保工作和形象、增進部門、承辦商之間合作同溝通；
- 對社區：回應市民期望「用心聽、用心做」、創造更環保、更有效益運作、樹立起「節省能源」「不斷改善」模範；
- 對個人：提昇組員能力同專業知識、增加工作熱誠、貢獻滿足感。

### Solutions

By use of effective quality tools in evaluating the cost effectiveness, feasibility, pros and cons of all possible improvement solutions, 2 final solutions were adopted:

- Modify all Trackway Exhaust Fans on Airport Express Line & Tung Chung Line from high speed to low speed mode working;
- Review and update the Trackway Fans Operation on Airport Express Line & Tung Chung Line annually.

Based on the results of trial tests in the summer of the years 2011 and 2012, the platform track temperature could be maintained below 35°C under the low-speed-mode working of Trackway Exhaust Fans with revised schedule.

### Achievement & Benefit

#### Tangible Benefits

- Electric energy consumption reduced by 43.55% (7,570,000 KWh) in the yearly Trackway Fans Operation on Airport Express Line & Tung Chung Line, saving HK\$5,220,000 in the yearly electricity expenses;
- All inappropriate Trackway Fans workings were eliminated to zero;
- Carbon emission to the environment reduced by 4,700 tons yearly.

#### Intangible Benefits

- To the Corporation: Multiplying the achievements in environmental protection and enhancing the corporation image; promoting the cooperation and communication between departments and the contractors;
- To the Community: Popularising environmentally-friendly and cost-effective practices; demonstrating the spirit of "Continuous Improvement" and "Energy Saving";
- To the Individuals: Encouraging team spirit and working enthusiasm; enhancing the competence and knowledge level of the team members; recognising their contributions.

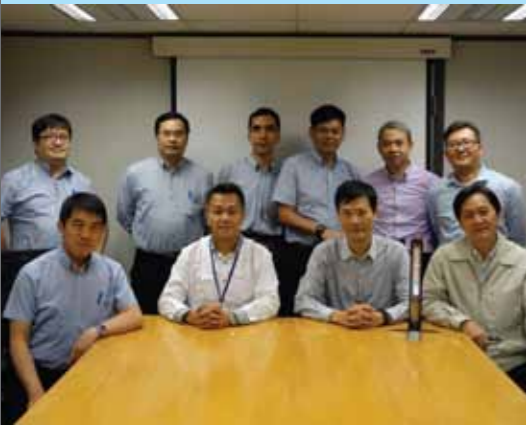


優化前機場快綫及東涌綫月台軌道氣流圖  
Overview of the existing Trackway Fans Air Flow at the platforms of AEL & TCL



優化後機場快綫及東涌綫月台軌道氣流圖  
Overview of the optimised Trackway Fans Air Flow at the platforms of AEL & TCL

## 燃氣安全氣密測試 Soundness Test For Gas Safety



U-管  
U-Tube

### 團隊背景 Background of the Team

小組名稱 Team name	成立日期 Date of formation
U-管 U Tube	2013年1月 January 2013
所屬部門 Composition	促進員 Team facilitator
客戶諮詢及安裝服務部 Customer Enquiries & Installation Services Department	蕭平基 SIU Ping Kei
隊長 Team leader	小組成員 Team members
劉振成 LAU Chun Sing	康國富、譚兆昌、黃偉業、 張金華、葉兆偉、羅文輝、 吳家榮、曾敏熙、梁炳忠 HONG Kwok Fu, TAM Siu Cheong, WONG Wai Yip, CHEUNG Kam Wah, IP Siu Wai, LO Man Fai, NG Ka Wing, TSANG Man Hei, LEUNG Ping Chung

### 背景

根據2012年統計數字，煤氣公司安裝服務技術員每年約有490,000次在光線較暗環境下進行氣密測試。

### Background

According to the statistics in 2012, Towngas' installation services technicians carried out around 490,000 soundness tests in a dim environment.

### 問題原因/主因分析和驗證

- 現有的工具在設計方面沒有顧及不同的工作環境。
- 現場工作環境光線不理想，影響技術員進行測試。

### Causes / Root Causes Analysis and Validation

- The design of existing tool does not consider different conditions of the working environment.
- The lighting condition is not ideal in the workplace which affected technicians to perform the soundness test.



### 解決方案

設計新配套組件與現有氣密測試儀器配合，使儀器能提供額外光源及功能。

### Solutions

To design a new module which combines with the existing equipment in order to provide an additional function of lighting and feature.

### 成果及效益

#### 有形得益

預計每年節省約港幣88,000元。

### Achievement & Benefit

#### Tangible Benefits

Around HK\$88,000 annual saving.

#### 無形得益

- 改善氣密測試的工作環境。
- 提升公司的專業形象及企業信譽，達致公司、同事、客戶三贏的成果。

#### Intangible Benefits

- To improve workplace environment for soundness testing.
- To enhance the image of company and Win-Win-Win for company, employee and customer.



新配套組件與現有U-管氣壓測試工具配合  
New module combines with existing U-Tube Pressure Testing tools



新配套組件與現有電子氣壓測試工具配合  
New module combines with existing Digital Pressure Testing tools

## 660 鋁護衛 660 Aluminium Guard



奇趣圍  
Mira Vista

### 團隊背景 Background of the Team

小組名稱 Team name	成立日期 Date of formation
奇趣圍 Mira Vista	2007年 2007
所屬部門 Composition	促進員 Team facilitator
觀龍樓辦事處 Kwun Lung Lau Estate Office	洪惠敏 Amy HUNG
隊長 Team leader	小組成員 Team members
鄧紹民 Kenny TANG	關衛國、呂文傑、李可嘉、梁美嬌、 區文照、黃國柱、鄭偉林、謝得光、 何志輝、韓永松、陳根祥、曾兆安 Mark KWAN, Desmond LUI, Karen LEE, Dabby LEUNG, AU Man Chiu, WONG Kwok Chu, CHENG Wai Lam, TSE Tak Kwong, HO Chi Fai, HON Wing Chung, CHAN Kun Cheung, Eric TSANG

### 背景

660L垃圾桶(俗稱「660」)普遍用作儲存及運載垃圾。當垃圾車將「660」升起傾倒垃圾到車斗及放回地面時，往往對「660」(尤其桶邊位置)造成損耗，平均每年約有10個「660」因此損壞而須更換。

### 問題原因/主因分析和驗證

- 「660」以塑膠製造，長期受升降及傾倒的震盪而出現破裂，對儲存及運載垃圾亦造成影響，購買新桶需時及費用不菲。
- 臭味從破裂的「660」溢出影響居住環境及衛生，損害屋苑形象，容易招致投訴。
- 損壞的「660」變相成為大型垃圾，不利環保。

### Background

660-Litre garbage containers (commonly known as "660") are widely used for storage and transporting of refuses. When refuse collection vehicles lift up and unload the refuses onto the vehicle's hopper and put down the "660", it increases the chance of wear and tear especially at the rim of the containers. In average, about ten "660" are required to be replaced every year due to damages.

### Causes / Root Causes Analysis and Validation

- The "660" are made of plastic which may be damaged or cracked due to frequent lifting and unloading of refuse. In turn, the damaged "660" affected the storage and transporting of refuse. Purchasing new containers is time consuming and incurs extra expenses.
- Pungent odour emitted from the damaged "660" which affects the living environment and hygienic condition of the estate, thus damages the image of the estate and results in complaints.
- The damaged "660" becomes a large-size waste and not friendly to environmental protection works.



### 解決方案

- 為「660」安裝金屬「鋁邊」，能強化其脆弱和容易爆裂部分，及增強其抵禦震盪及撞擊的能力，延長其「壽命」。

### 成果及效益

- 成本極低效益大，適用於其他有使用「660」的屋苑。
- 減少購置新桶即減省消耗製造新桶的能源和物料，有利環保。
- 節省購買新桶的時間及費用。
- 改善屋苑的清潔及衛生水平。
- 提升居住環境質素及屋苑形象。



### Solutions

- Affix the aluminium plates to the rim of the "660" can enhance its durability of the container. It can also increase its resistance to the shocks of lifting and unloading action when unloading of refuse. The life span of the "660" is prolonged.

### Achievement & Benefit

- Cost-effective and applicable to other estates using the "660".
- Reduce the purchase of new garbage containers means saving of energy and raw materials for production of a new garbage containers, thus beneficial to environmental protection works.
- Save time and money for purchasing new garbage containers.
- Improve the cleaning and hygienic standard of the estate.
- Enhance the living quality and image of the estate.



## 穿梭小巴GPS定位 Shuttle Bus GPS Tracker



港島圈  
HKI Team

### 團隊背景 Background of the Team

小組名稱 Team name	成立日期 Date of formation
港島圈 HKI Team	2012年8月 August 2012
所屬部門 Composition	促導員 Team facilitator
物業管理部 - 香港島 Property Management - HK Island	關錫恆 Alex KWAN
隊長 Team leader	小組成員 Team members
周沛麟 Thomas CHOW	梁文禮、黎寶如、謝振浩、 李秋生、盧翰熙、鄧郎 Joseph LEUNG, Karen LAI, Nissan TSE, Vincent LI, Mackay LO, Ronnie TANG

### 背景

新昌管理轄下的明珠台設有穿梭小巴服務，接載業戶及訪客往返物業與中環。但礙於交通情況，小巴有時候未必能按時到達車站。為實踐優質客戶服務的承諾，屋苑物業服務處制定了解決方案，讓業戶即時知道小巴位置，減少造成不便。此方案不但提升了物業的形象，同時亦鞏固公司「優質承諾」的核心價值。

### 問題原因/主因分析和驗證

- 業戶經常致電物業服務處查詢小巴位置。
- 物業服務處職員需致電小巴司機確認位置。此舉除影響服務效率，亦有機會影響駕駛安全。
- 小巴有時因交通影響，未能按時到達車站，但職員缺乏渠道通知各業戶。

### Background

Synergis provides a round-trip shuttle bus service to residents and visitors of Pearl Gardens between the property and Central. However, the buses sometimes fail to arrive on schedule due to traffic conditions. Committed to offering quality services to clients, the Property Services Office has worked out a solution which provides real time bus location details to residents and reduces inconvenience that may arise. This effort has helped lifting up the property image as well as enhancing the company's core value of commitment to quality.

### Causes / Root Causes Analysis and Validation

- Property Services Office received frequent enquiries from residents on the shuttle bus location.
- Our staff had to call the driver to confirm the location each time. This hindered our services efficiency and might also affect driving safety.
- In cases where the shuttle bus could not meet the schedule due to traffic, the driver did not have a proper channel to inform the residents.



### 解決方案

- 設置有GPS功能之電話於小巴之內。
- 在電話安裝相關軟件，並設定發送即時位置資訊到指定網頁。
- 開設物業網頁。
- 將位置資訊鋪設於網頁之內，供各業戶查詢。

### 成果及效益

- 業戶可於網頁內即時得知小巴位置、營運時間表及車站資料，方便乘搭。
- 解決方案成本極低，只涉及一部電話及GPS月費，不會增加物業財務負擔。
- 設立網頁及衛星定位令客戶感受到新昌管理與時並進，不斷提升服務的決心。
- 穿梭小巴用戶對新服務非常滿意，提案並獲法團讚許。

### Solutions

- Equip the shuttle bus with a phone featuring GPS function.
- Install a relevant app to the phone and set auto-sending of real time location information to a specific website.
- Setup a property webpage.
- Embed the location information into the webpage.

### Achievement & Benefit

- Residents can get the shuttle bus location information, service hours and bus stop details for better travel planning.
- It was a low cost solution which involves only a mobile phone and a GPS monthly plan.
- The hi-tech solution showed Synergis' commitment of continuous service improvement.
- Both shuttle bus users and the Management Committee members of the Incorporated Owners showed appreciation towards this new service.



智能電話的GPS功能即時發送小巴位置資訊到指定網頁。

Real time location of shuttle bus information is shown on website by means of GPS function.



穿梭小巴用戶對新服務非常滿意。

Shuttle bus users showed appreciation towards this new service.

## 「維他」自助購物站 VITA Cyber Kiosk



維他天地  
Vitaland

### 團隊背景 Background of the Team

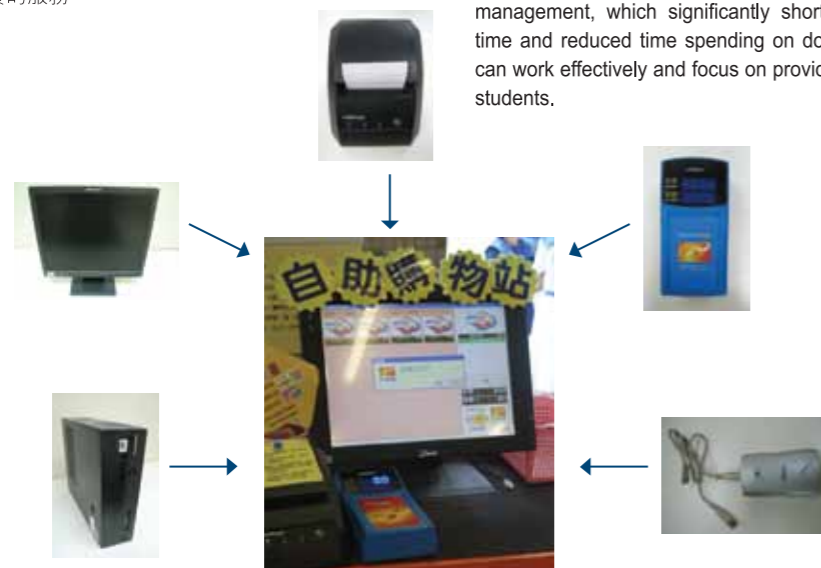
小組名稱 Team name	成立日期 Date of formation
維他天地 Vitaland	2013年1月 January 2013
所屬部門 Composition	促進員 Team facilitator
跨部門/跨公司團隊 Cross-departmental / Company Team (12 members)	李志強 LEE Chi Keung, Kenny
隊長 Team leader	小組成員 Team members
李志強 LEE Chi Keung, Kenny	方麗珊、陳藝萍、曾翠珊、莫燕薇、 羅詩韻、周小敏、劉玉燕、羅玉櫻、 黎柳萍、何兆強、陳更新 FONG Lai Shan, CHAN Ngai Ping Rita, TSANG Chui Shan Tracy, MOK Yin Mei Isabella, LO Sze Wan Joyce, CHOW Siu Man Priscilla, LAU Yuk Yin Teresa, LAW Yuk Ying Elda, LAI Lau Ping Bell, HO Siu Keung Michael, CHAN Kang Sun David

### 背景

維他天地在學校所經營的小賣部，在人流高峰期間，學生未能及時購買心儀的食品，同事為改善及提升服務質量，公司決定設置自家研發的自助售票機以作分流。設置自助售票機之後，縮短了學生排隊的時間，更可幫助同事有效地整理銷售資料和存貨量設定，省卻了文書工作時間，讓同事有效地為學生提供優質的服務。

### Background

The student recess period represents the peak operating time for all Vitaland tuckshops. Students were unable to shop for their favorite food / drinks due to long queuing time. We come up with an improvement plan by setting up a self-service ticketing machine to resolve this issue. The self-service ticketing machines have helped consolidating the sales data and the inventory management, which significantly shortened students' queuing time and reduced time spending on documentation. Our teams can work effectively and focus on providing quality service to the students.



全新自助售票機  
New Self-service Ticketing Machine



### 問題原因/主因分析和驗證

基於2個月實地研究所收集的數據，對現有的工作績效進行測量。通過數據及圖表分析，確定了造成服務過程中質量變異的原因：

- 大量顧客在有限的小息時間到達
- 排隊等待時間太長
- 小賣部地方及成本控制局限，服務窗口不足

### 解決方案

市面上的自助售票機，程式內容有限制，不能就版面顯示、內容設定及銷售報告的顯示形式等方面進行更新，而銷售資料傳送需經自助售票機供應商，再經八達通公司，影響管理銷售數據的效率。最後決定自己研發自助售票機，可更靈活地配合維他天地學校小賣部的業務所需。

- 由公司的資訊科技部設計及編寫一套既彈性又具工作效率的軟件程式，讓銷售數據可自動並更快地傳送，減少人為輸入錯誤。
- 自助售票機組裝只需公司舊款或閒置的電腦主機，配合輕觸式顯示器、發票打印機、數據機及八達通機。
- 新系統可以電子化統計產品的銷售量，大大節省了工作時間。

### 成果及效益

#### 有形得益

- 學生可彈性在當天堂前非繁忙時間提早購票，省卻排隊。平均排隊時間縮短30%。
- 平均工作人時營業額提升多於10%。
- 前線員工無須再用人手統計產品的銷售量，每天整理銷售資料的時間從45分鐘縮短至20分鐘；上下載資料的時間亦大幅縮短。
- 市面的自助售票機價錢每部需港幣30,000元，但自行研發的自助售票機只需港幣8,700元。假如全線在維他天地的200多間學校推行，可總節省超過港幣6,000,000元。

#### 無形得益

- 自助銷售有助提升前線員工的工作效率，從而集中為學生提供更多優質的服務。
- 自行研發有關程式，得到公司認同及被應用，加強同事對工作的滿足感及歸屬感。
- 此項目善用資源，活化舊電腦成為自助售票機，以達至減廢的效果，並藉此提高同事的環保意識。

### Causes / Root Causes Analysis and Validation

We assessed our working performance by on-site studies and from the data collected over a period of 2 months. Then, we identified the key factors for Service Process Quality Variation through data and graphical analysis.

- High customer traffic within the short recess time
- Long queuing time
- Limited serving counters due to constraints in space and cost

### Solutions

The program of self-service ticketing machines in the market may not meet our needs. Also, sales data will only be available after it has been transmitted to the machine supplier and Octopus Card Limited, which may affect the efficiency in our data service ticketing machines to meet Vitaland's operational needs.

- Vitasoy's IT Department has developed a program for auto feeding sales data to reduce the operation time and human errors.
- To set up the self-service ticketing machine by reusing old model computers, installed with touch screen function, receipt printers, data processing machine and an Octopus Card Machine.
- Sales volume will be automatically worked out by the new system, thus greatly reducing staff's working hours.

### Achievement & Benefit

#### Tangible Benefits

- Students can buy the ticket during non-peak hours to avoid queuing. The average queuing time has been reduced by 30%.
- The revenue per man hour has been increased more than 10%.
- As the frontline staffs need not to count the sales volume manually, the time for handling daily sales data has been reduced from 45 minutes to 20 minutes. Meanwhile, the time for uploading and downloading data has also been shortened significantly.
- A self-service ticketing machine in the market costs approximately \$30,000 each while our new self-service ticketing machine costs only \$8,700 each. If our new self-serving ticketing machines are installed at all of our 200+ Vitaland tuckshops, the total saving may be over HK\$6,000,000.

#### Intangible Benefits

- Our frontline staff can focus on providing quality service to student with the self-service ticketing machine which enhances the working efficiency.
- Increased job satisfaction and sense of belonging for staff who developed the program and the self-serving machines because of the recognition from the company and the adoption of the proposals.
- Enhanced awareness of environmental protection with a better use of resources and reduction of waste by the recovery of old computers.

## 鳴謝 Acknowledgement

承蒙下列單位／人士的鼎力協助和支持，2013年優質改善經驗交流會得以圓滿舉行，謹此衷心致謝。

We would like to express our sincere thanks to the following parties / individuals for their dedicated efforts and generous support in making the Quality Improvement & Experience Sharing Convention 2013 a tremendous success.

### 大會顧問 Advisory Panel

### 大會司儀 Masters of Ceremony

### 發布隊伍 Presentation Teams

### 所有曾提供協助的人士 All those who have been of any support to the event

### 大會評判 Panel of Judges

觀察員機構：  
德國漢莎航空膳食服務（香港）有限公司  
Observer Company:  
LSG Lufthansa Service Hong Kong Ltd.

### 優質活動聯絡人 Company Representatives

以下機構為本活動提供額外贊助，專此鳴謝。

Special thanks to the following organizations for the sponsorship they provided for the event.



意見調查及分析  
Opinion Survey and Analysis



美點供應  
Refreshment



全場飲品  
Drinks

致意  
With Compliments



主辦單位  
Organizer



策劃及委員會全體成員  
Members of Organizing Committee

## 優質活動聯絡資料 Company Representatives for Quality Activities

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### 港鐵公司 MTR Corporation

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### 香港房屋協會 Hong Kong Housing Society

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### 富士施樂（香港）有限公司 Fuji Xerox (Hong Kong) Limited

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### 香港中華煤氣有限公司 The Hong Kong and China Gas Company Limited

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Tel: 25798095  
Website: <http://www.synergis.com.hk>

## 2013年優質經驗交流及借鑒活動花絮 Quality Experience Sharing and Benchmarking Activities in 2013

今年，「優質經驗交流會」策劃及工作委員會繼續秉承交流會的優良傳統及精神，為八間合辦機構與其他友好機構的同事，策劃及舉辦了多項交流及借鑒活動，通過不同形式的經驗交流及借鑒活動，包括專家講座、研討會、機構參觀——維他奶國際集團、德國漢莎航空膳食服務（香港）有限公司及伊利沙伯醫院等，冀能令參與機構及同事分享及拓展彼此的專業知識及寶貴經驗，強化彼此的成功之道。

During the year, we continued to build on the legacy of Quality Improvement and Experience Sharing (QIES) Convention. The organizing committee has organized a series of quality experience sharing and benchmarking activities, including forums, seminars and industrial visits to Vitasoy International Holdings Limited, LSG Lufthansa Service Hong Kong Ltd. and Queen Elizabeth Hospital, for the eight participating organizations and other related parties. These activities served as a good platform to enhance our professional knowledge and share our precious experience, which led us to further success in the quality journey.



**QIES Forum**  
主題: 低耗高效

**Date:** 31 May 2013 (Friday)  
**Time:** 14:00-17:00  
**Venue:** Training Centre, Headquarter of Vitasoy International Holdings Limited

**Program Rundown:**

- 14:00: Registration
- 14:15: Welcome Note
- 14:30: Sharing I: QCC持續一步發展  
Dr. Y.K. Chan  
Chairman  
Six Sigma Institute
- 15:00: Sharing II: 低耗之源, 高質之本  
Dr. Catherine Chan  
President  
HK Quality Function Deployment Association
- 15:30: Sharing III: 低耗高效的品質管理  
Ms. Estelle Hui  
Group Quality Manager  
Vitasoy International Holdings Limited
- 16:00: Refreshment
- 16:15: Plant Visit of Vitasoy Production Lines
- 17:00: Dismiss

Logos of participating organizations: CLP, HONG KONG TELECOM, PCCW, MTR, ENEL Energy, FUJI XEROX.

